COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This Instruction implements AFPD 36-26, Total Force Development, and updates current guidance to reflect policy changes and adaption to lessons learned since the previous publication. It also incorporates information previously contained in a separate Training Manager's Guide. It serves as direction for management and administration of the AFRC Non-Commission Officer Leadership Development Course (NCOLDC). This publication only applies to Air Force Reserve Command (AFRC) and their units. This AFRCI may be supplemented at any level, but all supplements that directly implement this publication must be routed to HQ AFRC/OL A1-PDC prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate functional chain of command to HQ AFRC/OL A1-PDC NCOLDC Program Manager, 170 Page Rd, Robins AFB GA 31098. Requests for waiver of requirements identified in this publication may be sent to HQ AFRC/OL A1-PDC NCOLDC Program Manager. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at **https://www.my.af.mil/afrims/afrims/afrims/rims.cfm**.

SUMMARY OF CHANGES

This IC changes and corrects and clarifies wording in **paragraphs 4.1.2.3** through **paragraph 4.2.6**. A margin bar (|) indicates newly revised material.

1. Objective. The course provides enlisted first-line supervisor personnel with an academic foundation in leadership and management principles by using hands-on, realistic, Reserve-centric case studies and role playing activities. It provides an environment where students apply academic principles to military situations and operations. Target audience is Air Reserve Component (ARC) and Active Guard Reserve (AGR) members with the rank Staff Sergeant and Technical Sergeant. Members of equivalent rank from other U.S. branches of service are welcome to attend.

2. Responsibilities.

2.1. HQ AFRC NCOLDC Program Manager or Representative.

2.1.1. Queries host Wing Units for annual course requirements.

2.1.2. Compiles annual schedule of classes.

2.1.3. Provides Fiscal year (FY) schedule to host Wing Units.

2.1.4. Schedules and conducts Training and Selection courses as needed for new facilitator candidates.

2.1.5. Receives nominations for AFRC NCOLDC military facilitators and NCOLDC evaluators.

2.1.6. Schedules assignments of military facilitators and evaluators.

2.1.7. Ensures scheduling of two facilitators for each military phase of the class.

2.1.8. Ensures an evaluator is scheduled for each military phase of the class in which a probationary facilitator is assigned.

2.1.9. Processes orders and funding messages through FM channels.

2.1.10. Manages annual training for all course facilitators and facilitator evaluators.

2.1.11. Manages facilitators' performance feedback for releasing off of probationary status or dismissing tenure as appropriate.

2.1.12. Maintains list of current and inactive facilitators and evaluators.

2.1.13. Reviews entire curriculum and initiates changes as needed.

2.1.14. Markets the NCOLDC program through other PDC Courses, using the PDC website, attending conferences, and through other venues as appropriate.

2.1.15. Provides course materials and supplies to all host units prior to scheduled class.

2.1.16. Performs Contracting Officer Representative duties IAW applicable directives.

2.1.17. Determines policy and regulatory guidance for the NCOLDC subordinate agencies.

2.1.18. Determines policy and regulatory guidance for the NCOLDC Facilitators.

2.1.19. Determines policy and regulatory guidance for the NCOLDC Evaluators.

2.1.20. Manages Funds.

2.1.20.1. Forecasts funding for out year facilitator RPA requirements.

2.1.20.2. Forecasts funding for civilian contract requirements.

2.1.20.3. Procures course supplies and materials.

2.1.21. Ensures loading of school quota allocations in Oracle/O.T.A.

2.1.22. Compiles and analyzes metrics data to measure program efficiency.

2.1.23. Ensures Wing DPMT/host units receive marketing tools.

2.1.24. Determines if classes not meeting minimum student allocations 15 calendar days prior to Class Start Date (CSD) are cancelled IAW college contract agreement.

2.1.25. Ensures course materials for military phases are sent to host unit NLT 2 weeks before CSD.

2.2. Wing Commander or Representative.

2.2.1. Promotes the publicizing and marketing of the AFRC NCOLDC.

2.2.2. Ensures, through subordinate commanders and staff agency chiefs, that facilities are available to conduct classes.

2.2.3. Attends class for opening remarks. If not available, Wing/CCC or a Group/CC can be designated.

2.2.4. Participates in the graduation ceremony. If not available, Wing/CCC or a Group/CC can be designated.

2.2.5. Provides feedback on unit program management to HQ AFRC OL-A1 PDC as needed.

2.2.6. Leads the graduation ceremony. If not available, Wing/CCC or a Group/CC can be designated.

2.3. Wing Command Chief or Representative.

2.3.1. Promotes the publicizing and marketing of the NCOLDC.

2.3.2. Provides feedback to the host unit and to Program Manager.

2.3.3. Presides over the Leadership Application Block. If unavailable, Wing/CCC can designate an alternate Chief Master Sergeant as proxy.

2.3.3.1. The overall goal of this portion of the module is for the CCC to establish a personal contact with the students. The Command Chief's role is to take note of the solutions and resources presented by the teams and provide feedback, questions, and mentoring.

2.4. Squadron Commanders.

2.4.1. Promote the publicizing and marketing of the NCOLDC.

2.4.2. Ensure identification of eligible members who have not attended the NCOLDC.

2.4.3. Select primary and alternate candidates to attend classes in the grades of SSgt and TSgt.

2.4.4. Provide Host Unit with candidates' names, status of attendance, and the name of their supervisors NLT 60 days before class start date.

2.4.5. Ensure candidates are in compliance with Air Force fitness, dress, and appearance standards (ARTs will be in proper military uniform regardless of duty status).

2.4.6. Ensure selectees are not scheduled for activities that conflict with class participation.

2.4.7. Will make recommendations for members of his/her squadron who want to apply to be a NCOLDC facilitator. See **paragraph 4.1.2.3**.

2.5. Host Wing/Units.

2.5.1. Before class start date.

2.5.1.1. Coordinate with Wing/CCC when establishing the number of classes and class dates for the upcoming fiscal year. Obtain wing commander approval before forwarding the proposed schedule to HQ AFRC/OL-A1 PDC Program Manager.

2.5.1.2. Coordinate all schedule changes with HQ AFRC/OL-A1 PDC Program Manager. Changes must be approved at least thirty days before the class start date.

2.5.1.3. Keep the Wing/CC and CCC informed of all classes scheduled. This will enable them to brief class status during various meetings they may have with key staff members such as pre-UTA meetings, first sergeant meetings, etc.

2.5.1.4. Act as point of contact (POC) for all local matters pertaining to AFRC NCOLDC. This includes publicizing and marketing the course. (See note)

2.5.1.5. Assist units with ensuring candidates meet school tour eligibility requirements IAW AFRCI 36-2203, paragraph 13.10, Reserve Training.

2.5.1.6. Update and monitor program attendance using the Oracle/O.T.A.

2.5.1.7. Send welcome letter to selected students regarding class reporting instructions and participation requirements. This should be done at least 30 days prior to CSD.

2.5.1.8. Optimum student load is between 15 and 25. Host units shall have class allocations NLT 30 days from CSD. Classes failing to reach minimum number of students 15 calendar days prior to CSD risk cancellation.

2.5.1.9. If class is canceled, notify selected students within 24 hours of cancellation.

2.5.1.10. Conduct preliminary inspection/inventory of all student course materials upon receipt. Insufficient or substandard condition of materials must be reported to the HQ AFRC/OL-A1 PDC Program Manager immediately.

2.5.1.11. Notify the Wing/CC and CCC regarding the date, time, and place of the graduation ceremony prior to class start date.

2.5.1.12. Determine graduation arrangements IAW standards identified in the NCOLDC Training Manager's guide.

2.5.1.13. Assist with logistical support for facilitators, civilian instructors, and students as needed, i.e. lodging, entry to installation, etc.

2.5.1.14. Create class sign-in rosters for each phase of the class prior to CSD.

2.5.1.15. Provide classroom and breakout areas which accommodate training for up to 25 students and meet all instructional/technical requirements. See Training Manager's Guide for current information.

2.5.1.16. Ensure appropriate break area is available for students. Note: The NCOLDC tri-fold brochure is an excellent tool developed to aid with marketing. Suggest copies be provided to commanders, first sergeants, unit training managers, unit career assistance advisors, local POCs from other branches and should be available in the wing training office.

2.5.2. During Class.

2.5.2.1. Conduct initial briefings for each phase of the class.

2.5.2.1.1. Introduce college instructor/military facilitators to the class.

2.5.2.1.2. Designate class leader and brief on his/her roles and responsibilities. Refer to sample letter in the Training Manager's Guide and adapt as needed for local requirements.

2.5.2.1.3. Explain graduation ceremony plan.

2.5.2.2. Maintain communication with class leader and coordinate on any disciplinary issues brought forth by the class leader, instructor or facilitators.

2.5.2.3. Establish local procedures for monitoring attendance and participation.

2.5.2.4. Refer dismissed/no-show students to their Unit/CC and/or First Sergeant.

2.5.2.5. Notify HQ AFRC/OL-A1 PDC Program Manager of any no-shows NLT COB of the second day of class.

2.5.2.6. Produce course training certificates for presentation during the graduation ceremony. The NCO Leadership Development Course Certificate of Training forms will be provided electronically by the HQ AFRC/OL-A1 PDC Program Manager.

2.5.2.7. Remind students to check CCAF credit status.

2.5.3. After Class.

2.5.3.1. Validate and sign the "Certificate of Services Performed" provided by the college instructors at the completion of college sessions. Mail this back to College home campus along with the college student critiques.

2.5.3.2. Forward military critiques and class roster to HQ AFRC/OL-A1 PDC within 10 days after class graduation date.

3. Class Participation Requirements.

3.1. Class time is 0800-1600 for the duration of the class.

3.2. Students must attend at least 15.5 hours of the 18 hours of the college phase to receive CCAF credit.

3.3. Students must attend all portions of the military phase to receive a certificate of completion.

3.4. Students must complete each phase of the program in sequential order (C1, M1, C2, and M2).

3.5. All students will wear the appropriate military uniform of the day as determined by local wing policy.

3.6. All members are in "student" status and are expected to follow instructions from class leader, instructors/facilitators, and wing education and training personnel.

3.7. AF Reserve members and Individual Reservists (IRs) are to attend in RPA centrally funded school tour status if funding is available. Guard members, ARTs attending in civilian status, AGRs, and members from other branches attend in unit funded tour status. Units are responsible for publishing their students' orders.

3.7.1. Members attending in a centrally funded status cannot change participation duty status for the duration of the class; e.g. converting from school tour to UTA.

3.8. Students must consult their servicing training office to ensure that no class is being offered at their home station prior to requesting attendance elsewhere. Due to this being a centrally funded course, attending a class away from home station must have unit commander's concurrence and HQ AFRC Program Manager's approval.

3.8.1. Rental cars for students must be unit funded.

4. NCOLDC Facilitator Requirements.

4.1. Facilitator Recruitment.

4.1.1. Military facilitator candidates submit an application package to HQ AFRC/OL-A1 PDC Program Manager.

4.1.2. Applications must include:

4.1.2.1. A resume which includes applicable civilian and military experience, training, educational background, etc.

4.1.2.2. A printout of member's most current fitness score.

4.1.2.3. A letter from the applicant stating why they want to be a facilitator. Letter must include civilian and home phone number, home mailing address, and e-mail address. The letter must be accompanied by endorsements from member's supervisor and/or First Sergeant, squadron commander, and Command Chief. **NOTE***:* The commander must state that he/she will support the member's participation requirements and that the candidate meets AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, standards.

4.1.3. All candidates must have attended, or be willing to attend, a complete AFRC NCOLDC class prior to performing facilitator duties.

4.1.4. Members must have at least 2 years of service retainability following graduation from the selection class graduation date.

4.2. Military Facilitator Training/Selection:

4.2.1. Selection team must include the HQ AFRC/OL-A1 PDC Program Manager and military facilitator evaluators.

4.2.2. Military facilitators must complete AFRC NCOLDC Facilitator training prior to performing facilitator duties.

4.2.3. Facilitator training is accomplished through HQ AFRC/OL-A1 PDC sponsored training/selection seminars.

4.2.4. Standardized training objectives and evaluation metrics must be used to train, evaluate, and select military facilitators. Facilitator Selection is based on a four category metric scoring system covering Role Playing activities, Case Studies, Interviews, and "Whole Person" Concepts.

4.2.5. New facilitators selected shall be presented with the NCOLDC portfolio notebook, stop watch, coin, curriculum binder and facilitator's guide.

4.2.6. Facilitators are expected to participate in at least 4 classes per FY and to comply with procedures described in the Facilitator's Guide.

5. Awards. The HQ AFRC PDC Chief may award NCOLDC facilitators that distinguish themselves by performance and/or significant contribution to the NCOLDC program. Types of awards include, but are not limited to, decorations, certificates, plaques, trophies, etc.

5.1. Eligibility.

5.1.1.1. Continuous outstanding critique reviews from course attendees.

5.1.1.2. Outstanding contributions rendered to the NCOLDC program.

5.1.1.3. Longevity: 5, 10, 15, and 20 years of service to the program.

5.1.2. Recommendations must be submitted to the Program Manager in writing with justification.

STEPHANIE A. GASS, Colonel, USAFR
Director of Manpower, Personnel and Services

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 18 July 2011

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 36-26, *Total Force Development*, 27 June 2011

AFRCI 36-2203, *Developing, Managing, and Conducting Reserve Training*, 7 June 2006

NCOLDC Training Manager's Guide, (See HQ AFRC/OL A1-PDC for current version.)

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information System

ARC—Air Reserve Components

ART—Air Reserve Technician

AGR—Active Guard/Reserve

ANG—Air National Guard

CCAF—Community College of the Air Force

CGD—Class Graduation Date

COB—Close of Business

CSD—Class Start Date

FSDE—Education and Training

IR—Individual Reservists

OTA—Oracle Training Administration

POC—Point of Contact

PDC—Professional Development Center

RPA—Reserve Personnel Appropriation

Squadron/CC—Squadron Commander

NCOLDC—Non-Commissioned Officer Leadership Development Course

TLN—Training Line Number

Wing/CC—Wing Commander

Wing/CCC—Wing Command Chief